

WORKING PAPER

KEY INTELLIGENCE QUESTIONS
PERFORMANCE EVALUATION SUMMARY
FOR
FISCAL YEAR 1975

OVERVIEW

This report presents a summary analysis of evaluations of the Intelligence Community's performance with respect to the FY 1975 Key Intelligence Questions (KIQs). It examines evaluations of Community performance against each KIQ, the scope and cost of Community collection and production efforts related to addressing KIQs, and assesses the Key Intelligence Question Evaluation Process (KEP) methodology for evaluating Community performance.

- The FY-75 KEP program began on 12 August 1974 with the circulation of NSCIC-approved Key Intelligence Questions for Fiscal Year 1975.
- On 1 July the FY-75 KIQ performance period ended. The data acquisition phase of the evaluation program closed on 5 November.

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FY-75 KEP PERFORMANCE REPORT SUMMARY

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I. INTRODUCTION

This report presents a summary analysis of evaluations of the Intelligence Community's performance with respect to the FY-75 Key Intelligence Questions (KIQs).¹ It examines evaluations of Community performance against each KIQ, the scope and cost of Community collection and production efforts related to addressing KIQs, and assesses the Key Intelligence Question Evaluation Process (KEP) methodology which evaluates Community performance.

The Key Intelligence Question Evaluation Process (KEP) was designed to be a simple, iterative process to evaluate Community performance. Structurally uncomplicated, yet containing enough data to support a meaningful evaluation of Community performance, the KEP provides a substantive foundation for USIB/IRAC discussion concerning the utilization of NFIP resources. In particular, KEP results are intended to improve the process by which USIB/IRAC principals become informed on resource matters by providing information on the

¹ DCI/NIO 1751-74 (USIB-D-22.1/26 dated 12 August 1974), DCI FY-75 Substantive Objectives and KIQs. (Extract appended at Tab A.)

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in answering the KIQs. Thus, the KEP informs program managers about resource expenditures on KIQs, providing a cross-program input and aid to the resource allocation procedure. Its design recognizes the complex processes that enter into formulation of individual NFI programs.

In developing KEP procedures it was necessary to strike a balance between being overly precise, and being too general in acquiring cost data. At one extreme, too much precision would be misleading in light of the credibility of obtainable data. At the other extreme, overly general and unsystematized cost data would not be helpful as it would inhibit comparing and contrasting Community performance among KIQs and NRI programs.

The more generalized approach was selected because:

- The KIQs encompass only current critical substantive questions and not the entire range of Community activities;
- the KEP is an information mechanism in support of the DCI, USIB/IRAC, and not an operating management tool;

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SUBSTANTIVE OBJECTIVES
AND
KEY INTELLIGENCE QUESTIONS
FY-75

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- The FY-75 KEP program began on 12 August 1974 with the circulation of NSCIC-approved Key Intelligence Questions for Fiscal Year 1975.
- On 1 July the FY-75 KIQ performance period ended. The data acquisition phase of the evaluation program closed on 5 November.

Performance Assessments Reports on 62 of the 69 FY-75 KIQs were received.

- Reports on four KIQs were not undertaken; three on Communist China because of the absence of an NIO for China for much of the performance period; and [REDACTED] because the question was overtaken by events.
- Reports on the remaining three--one on Eastern Europe, and two on terrorist/extremist activities--were not completed.
- The subject matter of one KIQ--arms agreements negotiations--was so broad that two reports were rendered, one covering SALT, the other ABM.

The analytical approach in the analysis involves consideration of Community achievements with respect to the KIQs and the relative contribution each collector/sensor made to that achievement.

- It thereafter relates collection and production efforts, products, costs and problems

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to the tasks and commitments reflected in the KIQ collection and production strategies developed at the beginning of the performance period.

- Data is organized and presented in terms of the DCI's FY-75 Substantive Objectives.

Two hundred fourteen explicit collection and production goals involving 21 KIQs were set forth in KIQ strategies. Two hundred fifty-nine additional joint collection/production goals were scattered among the 48 other KIQs.

- Objectives set forth in KIQ strategies elicited 208 specific production commitments--138 by individual agencies, 68 interagency efforts under NIO auspices, and two by non-NFIP agencies. There were no interagency production commitments on 39 of the 63 KIQs.
- CIA made 37% of the commitments, DIA 23%. Overall, CIA and "interagency" commitments represent 70% of the total, DIA about one-quarter.

Production performance data provided by the four principal production elements of the Intelligence Community shows that interagency products were produced on 55 of the 69 KIQs; CIA incurred production expenditures on every KIQ; the GDIP and the Department of State (INR) on 66 of the 69 KIQs.

- The bulk of expenditures (77%) were associated with assessments of Soviet capability to project power outside the USSR (Substantive Objective II) and assessments of political and security situations (and crises)--Substantive Objective IV.

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